

# Town of Templeton



TA's Recommended  
FY 2018 Budget & Policy Review  
March 16, 2017

# The Setting

- 1.) Use of Gross (vs Net) Budgeting
- 2.) Department Level of Control
- 3.) BoS – Setting of Priorities
- 4.) Current Dollars

# My Premises

- Zero Based Budget – From the Ground Up;
- Meeting A&F Needs for Sound Management;
- Except Settled Re-Orgs (PW, Fire, ODS);

Nothing Sacred

- Obtain TWLP FY '18 PILOT Intent;
- Address Some Limited Capital Needs

# The FY '18 Number Becomes...

\$15,835,716 Total

\$7,081,000 Education

\$8,295,000 General Fund (Utility Debt & Beni's)

[+ Cherry Sheet Offsets & Abatements]

## Compared to FY '17...

- Difficult to compare w/accounting changes.
- Reduction of GF Accounts from 51 to 19;
- Inclusion of grant funds (e.g. MART); and
- Inclusion of employee share of benefits.

# The Major Revenues<sup>+</sup>:

2 ½% Levy Increase	\$218,862
New Growth	\$60,000
State UGGA	<u>\$52,300</u>
Total	\$331,162

# The Major Cost Drivers:

* NRSD	\$380,000
* Health Insurance	\$75,000+/-
* Union & Non-Union COLAs	\$50,000+/-
* Debt on 252 Baldwinville (net)	\$90,000+/-
* TA Market Adjustment	\$30,000
* Legal & Consulting (MS-4)	<u>\$17,500</u>
	Total \$642,500

# The Major Cost Savers<sup>+/-</sup> & Offsets:

* Monty Tech	-\$70,000
* Electrical/Gas/Wiring Insp.	-\$7,500
* Reorganizations of DPW, Fire & Community Services	-\$140,000
* Retiree Insurance	-\$50,000
<b>Total</b>	<b>-\$267,500</b>



# Caveat on the Savings

- Dependent Upon Adopted  
and  
Proposed Re-Organizations Holding

# **Safety Valves & Needs:**

**No substantive safety valves for added savings**  
w/out reduction in services or further  
restructure of how those services are  
delivered.

**If identified I recommend you:**

Concentrate them on Capital and one-off  
expenditures

# The Budget As Policy

## More than \$s and ¢

It's the single biggest policy decision of the year setting

- 1.) The services you will deliver;
- 2.) How you will do so; and
- 3.) The resources you will allocated for it.

# FY '18 Focus

Ensure:

- Baseline needs are met to a sound degree.
- Ability to carry on tasks in the absence of a key person.
- Ability to engage in sound financial planning.
- Ability to maintain sound accounting records.

# The Major \$ Initiatives

- Executive Officers:

**Equity w/Market to Attract TA**      \$30,000

**Town Forester**      \$5,000

**Merit & Equity Adjustments**      \$10,000

(non-union personnel)

# The Major \$ Initiatives (cont.)

## Administration & Finance:

**Town Clerk & Assessor** \$2,500

[Keeps Open Office during vaca of Principal]

**Treasurer Collector & Accountant** \$0

[Re-organize staffing model but still 3.5 persons]

**Accountant** \$5,000

[OPEB Valuation]

**IT** \$5,800

# The Major \$ Initiatives (cont.)

## Public Works:

### Highway OPEX:

Training	\$1,750
Tree Work	\$6,500
MS-4 & CB Program	\$7,500

### Highway Capital:

Dump Body (10 Wheeler '83) \$27,500  
[w/\$10k TWLP PILOT & \$17,500 taxation]

# The Major \$ Initiatives (cont.)

## Buildings & Grounds OPEX:

Seasonal Labor	\$18,500
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### \* Improvement & Deferred Maintenance :

Highway - Annex Roof	\$10,000
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Cemetery – Paint Building	\$200
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Cemetery – Receiving Tomb	\$5,000
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Town Hall – Window Replacement	\$5,500
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Town Hall – Basement Doors	\$2,500
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Baldwinville Fire/EMS – Entry Roof	\$3,500
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Total	\$26,700
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# The Major \$ Initiatives (cont.)

## Buildings & Grounds CAPEX:

All Facilities – Mowers (2)	\$17,000
Templeton Center Fire/EMS – Roof	\$35,000
Town Hall – MiniSplit AC & Acct. Office	\$18,500
Senior Center – Siding	\$100,000
<b>Total</b>	<b>\$170,500</b>

[From \$17k TWLP PILOT, \$152,500 252 Baldwinville Road and \$1k]

# The Major \$ Initiatives (cont.)

## Development Services:

**Sub-Trade Inspectors:** Pay from Revolving

[Eliminates problem of shortage w/in line items]

# The Major \$ Initiatives (cont.)

## Public Safety:

### Police CAPEX:

Cruiser

\$47,250

[Replaces 2011 – TOTALLY dependent upon NRSD cut in assessment]

# The Major \$ Initiatives (cont.)

## **Fire/EMS OPEX: Blended w/Career FF/EMT-P for ALS**

[Transfers from Receipts Reserved]

Maintenance & Replacement Funds +

Add 3 Career Firefighter/EMT-P for ALS service.

Ambulance IV Pumps (2)	\$10,500
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## **Fire/EMS CAPEX**

SCBA Bottles (15)	\$15,000
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[From TWLP PILOT]

# The Major \$ Initiatives (cont.)

## Community Services OPEX:

Create Community Service Director [Certified Librarian]	-\$65,000
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Maintain Sr. Center Staffing w/Sr. Activity Aide	\$10,000
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Open Library 5/hrs more per week	\$7,000
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## Community Services CAPEX

Siding & Other	\$100,000
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[w/unused proceeds of 252 Baldwinville Road project]

# **The Major Non-Money Issues (cont.)**

**CATV Enterprise Fund**

**Personal Property Tax Exemption**

**Town Clerk Term**

# Other NOT Recommended... (cont)

- **Administration & Finance:**

**Treasurer/Collector:** Requested current staffing. I did not believe this was the best way to organize our work flow.

- **Public Safety:**

**Fire/EMS:** Requested different staffing. I did not believe this was the best way to organize our work flow.

- Third IV Pumps. Funding (\$5,250) and cycle issues

- NFPA membership/manuals. (\$1,500) seemed better invested in gear and other items.

# Other NOT Recommended... (cont)

## Community Services:

- **Council on Aging:** Asked for a staffing pattern w/out custodial service. [Kudos on efforts to date but...]
  - 1.) I believe we must properly invest – at the right skill and pay level – in maintaining our public buildings.
  - 2.) I believe we can better organize our resources to provide a better synergy between service delivery units
  - 3.) Addresses issue [in other unit of organization] of FT beni's for < than FT hours



# **Other Administrative Matters**

**\* Recommendation #1: Make the Capital Planning Process Operational**

**\* Recommendation #2: Formalize the Grant Application & Procurement Process**

# **Other Administrative Matters (cont)**

## **\* Recommendation #3: Re-Examine Health Insurance Options**

- Move all new employees to 35% contribution rates;
- Contribute only the whole \$ amount to Blue Care Elect (\$6,250+/- per enrollee)
- Periodically bid out renewal package.

# **Other Administrative Matters (cont)**

- \* Recommendation #4: Examine the cost-effectiveness and alternates to managing the Meals on Wheels home delivery service and food pantry.**
- \* Recommendation #5: Approach Phillipston for IMA and Contribution to the Senior Center**
- \* Recommendation #6 Move to Bi-Weekly Pay**
- \* Recommendation #7: Investigate the Establishment of a Vacant Property Registry**
- \* Recommendation #8: Position Vacancy Analysis Policy**

# Longer Term Matters

## \* **Planning for the Windfall**

Consider annual capital requirements and debt tolerance (e.g. so-called “debt smoothing”).

Think like the lottery winner who stays anonymous for a bit.

ABOVE ALL: Brace For & Avoid the “land rush” mentality

## **Longer Term Matters (cont)**

- \* Establish Formal Road Improvement Program**
- \* Explore A Formal Agreement with NRSD on the Sharing of Increased Revenues**
- \* Purchase of Service & Indirect Cost Allocation**

# And Now...

Thanks for your Attention and Patience

The staff and I look forward to the detailed review now beginning